



DEPARTMENT OF THE ARMY  
HEADQUARTERS, AFNORTH BATTALION  
UNITED STATES ARMY NATO  
UNIT 21601  
APO AE 09752

REPLY TO  
ATTENTION OF

ACAN-C

24 June 2009

MEMORANDUM FOR ALL Officers and Soldiers of the AFNORTH Battalion

SUBJECT: Battalion Policy Memorandum #1 – Command Philosophy

1. It is my great privilege to be given the opportunity to Soldier with each of you. I think it is important for you to understand “where I’m coming from.” As with each of you, I have been shaped by my experiences (positive and negative) and by the leaders and Soldiers with whom I have served. The acronym TEAM best surmises how I think and how I lead.

T- Take care of each other; members of the AFNORTH team, their Families, and treat them as you would like to be treated. Unit readiness, discipline, morale, and reputation will be a direct reflection of your success in this area. I put a high premium on positive leadership - I do not tolerate “terrorist” (defined as those who lead only through intimidation and/or fear). Fundamentally, I believe Soldiers (and civilians) want to do a good job...they just need good leadership and guidance to stay on azimuth.

E- Empower others to do what is right and take initiative. Junior leaders must be given the opportunity to think, plan and execute. We must foster an environment where Soldiers are challenged and honest mistakes are tolerated. Although responsibility cannot be delegated, authority can...give your Soldiers the opportunity to learn and lead. That said, we must ensure our Soldiers clearly understand the standard, are mentored so that they “know what right looks like,” and are properly supervised so that the learning experience is a positive one. Remember, the Army is a team sport...get all the players into the game. Shared success is the most positive of accomplishments.

A – Anticipate you will deploy into combat on your watch. It is not a matter of if, but when. Our mission is far too critical and complex to become complacent. You must learn your craft thoroughly (Warrior tasks and Drills) and understand where you fit into the big picture. One of my former bosses and personal heroes (and an Armor Officer no less), had two adages that he drilled into us. Keep these at the forefront (regardless of the mission/task):

1) Who else needs to know? – Don’t hold critical information...pass it to those leaders/decision makers who need the information.

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2) How do I get into the fight? – Even the most potent of weapons systems are useless if leaders don't know they're available. Constantly look to contribute and "get into the fight!"

M - Motivate yourself and others to consistently train and maintain the standard. Enforcement of the standards will result in high levels of readiness, ability to accomplish METL tasks, and foster a predictable and safe environment.

2. These principles are by no means all inclusive about my thoughts and feelings on command. My intent here is to provide you a sensing of those concepts most critical to me. I intend to amplify this philosophy through actions rather than words. I expect all leaders in the battalion to do the same.

3. Soldier Pride!

  
MARVIN G. VANNATTER JR.  
LTC, AG  
Commanding